

## Note of Intent

### *Context: Issue of access to clean water in South Sudan*

South Sudan, a country in East-Central Africa, gained independence in 2011. While political uncertainty in this young country is still very present, the state's major and more immediate issue is the health of its 12.5 million people. Research finds that only 41% of people living in South Sudan have access to safely managed and basic service drinking water (defined as protected well, sandpipe or a handpump within 1 km). **Water supply is scarce and far away, expensive, or not clean enough.** In addition, those with access to water sources like the Nile river or wells, do not receive clean water that could be used for drinking or even cooking food. Water supply is not guaranteed for the whole year, as wells often run dry and the water supply is intermittent due to poor infrastructure. Those without water supply, have to fetch it from rivers, ponds, or other sources, often very far away from their home. This is chiefly done by women and children. Others buy water from vendors, however, **water prices in South Sudan have rocketed** in the past few years due to political instability. Furthermore, **government institutions in charge of infrastructure are weak and run a culture of corruption.**

#### *The Water Crisis in South Sudan in Numbers*

11% of population have access to basic service sanitation.

43% of population living on less than \$1.9 per day.

87% and 73% of the urban and rural households respectively fall below our calculated poverty lines.

41% population with access to safely managed and basic service drinking water.

17% have access to adequate sanitation for safety.

Adapted from  
<https://www.globalwaters.org/WhereWeWork/africa/south-sudan>

### *What is at stake?*

- Lack of access to clean water leads to a high risk of **waterborne disease**. Only 17% of the population have access to adequate sanitation for safety. In turn, 1/3 of children under the age of 5 suffer from diarrhea. 11% of children deaths are due to waterborne disease, and 15% of children malnutrition is attributed to the water crisis. Contaminated drinking water may cause diarrhea, cholera, dracunculiasis, or Guinea Worm Disease. In fact, 3 out of 5 cases of Guinea Worm Disease come from South Sudan. It can rapidly affect water supply for a village by one infected person, harming the total area. Open water sources, such as standing ponds, are common modes of transferring diseases in villages.
- The water crisis in South Sudan exacerbates **gender inequality** within the society. When clean water sources are scarce, it is often left to the women and girls to make the journey to find clean water. Thereby, disrupting girls' school attendance, preventing women from working, putting them in physical danger.
- Water access is **unequal for the rich and the poor**. Clean water in South Sudan is so scarce and expensive that it accounts for a third of a lower class family income. A huge chunk of society spends a significant amount of time and energy to gather water from distant sources. Hence, poor families lose productivity and income struggling to ensure proper access to clean

water. Unequal access to clean water tends **aggravate economic inequality and the poverty level** in the country.

- Finally, the water crisis may have an effect on the national security of South Sudan. Underground water is shared with surrounding countries, which creates tensions.

The clean water access problem is particularly grave for 610,000 people living in **urban areas**, where the cost of living is exceptionally high and clean water is not a priority expense. For instance, 43% of the population is living on less than \$1.9 per day, below the global poverty threshold. Therefore, Juba, the capital of South Sudan, is in a particularly vulnerable situation. It has the highest demand for clean water and the highest risk of waterborne disease. In addition, it is in the position to spread disease the fastest, given that Juba is the most concentrated city in the country.

**Key takeaways:**

- Water supply in South Sudan is scarce and far away, expensive, or not clean enough.
- The water crisis puts the population in high risk of waterborne disease, exacerbates gender and economic inequality and even has a negative effect on the country's national security.
- Clean water access has huge disparities between urban and rural areas.
- Juba - the capital of South Sudan - is the most concentrated city in the country and has the highest cost of living, thus being in a particularly vulnerable situation.

***What is being done?***

There are a number of humanitarian assistance programs and non-profit initiatives aimed at increasing access to clean water in South Sudan. Below is a selection of just a few major initiatives:

- **United States Agency for International Development:** invests in providing drinking water, sanitation, and hygiene in schools and hospitals, and supports emergency WASH for internally displaced people who are living under the protection of the United Nations (UN), and in nearby host communities.
- **UNICEF's WASH project:** drilling boreholes, trucking fresh water to communities, providing families with purification tablets and powder, hygiene promotion.
- **Drop4Drop:** drills water wells in disadvantaged communities.

***Pioneering a new solution to ensure access to clean water***

All of these initiatives are large scale, well-funded, top-down humanitarian programs. On the other side of the spectrum are **entrepreneurial initiatives** that aim to improve access to clean water through a bottom-up approach, focusing on enabling the local population to participate and act themselves. For instance, initiatives like **Big Bet** (operated in India and Bangladesh) or **Jibu** (operates in Kenya, Rwanda, Tanzania, Uganda, Zambia) use a micro-franchise model to empower the local (primarily urban) population to clean and sell purified water to their local communities for a reduced price. Initiatives like these provide people with the necessary water cleaning technology, maintenance and skill training to run their own purified water business, while decentralizing day-to-day operation and branding. Entrepreneurial projects like Big Bet and Jibu have a **major advantage over classic humanitarian aid initiatives:**

- Create meaningful economic opportunity through hundreds of new local jobs
- Create sustainable solutions by empowering and enabling local communities to take action.
- Create an affordable source of clean water AND revenue.
- Provides ongoing infrastructure support to keep profits aligned with impact.

South Sudan could potentially benefit from initiatives like Big Bet and Jibu. We have reached out to Jibu's team in order to better understand why the initiative is operating only in 5 African countries, and what are the main barriers to their expansion to other countries in demand, like South Sudan (see Exhibit 1). Ms. Audrey Royston, market insights and impact manager at Jibu, has pointed to a **lack of funds**, as well as supply chain issues, as the main obstacles for Jibu's expansion.

**Exhibit 1. Interview with Ms. Audrey Royston, Jibu's market insights & impact manager.**

*"Jibu chose a social franchising model to ease the challenge of replication. Franchising creates a 'business-in-a-box' for each new franchisee which gives them a proven structure to establish their own independent Jibu franchise.*

*Key barriers to our expansion include raising the necessary money to pay for infrastructure in new Jibu stores (Jibu global funds the majority of set-up costs, while franchisees pay the ongoing business costs), different regulatory environments to navigate (each country is different), supply chain issues - to source and find the correct inventory and cost-effective ways to get it to market. There are other challenges of course, but those are the big ones.*

*With more than \$5 million in funding, Jibu launched 140 franchises, creating jobs for over 400 people and has distributed over 13 million gallons of water. Establishing one franchising business needs approximately \$5000 (\$1,500 one-time licensing fee, \$1000 initial inventory purchase, and \$2500 working capital)."*

Our project acknowledges the potential benefits of entrepreneurial initiatives such as Jibu for improving South Sudan's water crisis. The project will seek to provide an answer to Jibu's issues of potential expansion to South Sudan. We therefore ask:

***How to raise \$200,000 for Jibu to expand in South Sudan?***

→ ***Proposed solution:*** raise public awareness and funds by making the cause go "viral" through an online social campaign "Jibu for Juba".

Our Project – called **Demeter** – aims to create viral momentum for the water crisis in South Sudan, increase international public awareness around the issue and raise funds needed for Jibu to start operating in South Sudan.

***Why "viral"?***

We are intrigued by the idea of using online platforms for the social good in a more effective way. Our Project rests on the following assumptions:

- The benefits of social causes going viral is not well researched, yet holds potential to make such solutions more effective, meaningful and long-term. There is an increasing trend of online fundraising (think *Facebook* birthday fundraising, *GoFundMe*, *Crowdfunding*, etc.), using social media to attract attention to important causes (think the *Ice Bucket Challenge*), and the likes. However, the results of such trends are unclear and often not sustainable. Thereby, Demeter seeks to change the status quo and seek to utilize the online platforms for targeted goals and achieve efficient outcomes. Similar initiatives exist, like Jerome Jarre's #LoveArmy, and #IceBucketChallenge for ALS.

- Public awareness helps put pressure on public actors to improve efficiency and transparency of their actions. Increased public attention on the South Sudan’s water crisis may put pressure on the government to provide the necessary infrastructure for clean water provision (see “Context”).

***Why \$200,000?***

Ms. Audrey Royston, Jibu’s market insights and impact manager, says that establishing one franchising business requires around \$5,000 (\$1,500 one-time licensing fee, \$1000 initial inventory purchase, and \$2500 working capital).

Juba’s population is 400,000 people. If we assume that one franchise may service the water needs of about 10,000 people, then we will need 40 such franchises, which results in initial investment of \$200,000.

***Why Juba?***

As mentioned above, Juba faces a particular challenge of access to clean water because of high population density and exceptionally high cost of living. Consequently, Juba makes for a perfect market to test whether Jibu’s initiative will perform well in South Sudan.

**The pilot project will be completed in 3 major steps:**

Action	Aim/Expected results	Description
1: Video campaign	Raise awareness and create momentum for the “Water Challenge”	For the video synopsis and visuals see the attached piece.
2: Water Challenge	Raise awareness and make the South Sudan water crisis go viral through the main online platforms.  Result: hashtag trending? Result: calculate reach, penetration...?	The video will be followed by the water challenge, where people will be invited to participate by living with NO water for a day and documenting their experience in various platforms and ways of their choice, using the #Water4Juba.  A challenge like such will act as an entertaining way for people to engage in the larger cause of water access in South Sudan and help the message go viral through the use of the hashtag.
3: Fundraising	Raise \$200,000 for Jibu’s expansion to Juba (South Sudan).	After completing the water challenge, people will be more encouraged to donate.

		However, the water challenge is not necessary for donations. Donations will be given through the gofundme page and will be accessible strictly for Jibu's expansion to Juba (see under Risks how we aim to ensure transparency).
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Our solution is...

- **effective:** it benefits from direct engagement through social media to raise awareness, and direct donating. It will also benefit Jibu, a project that improves access to water in the most efficient and beneficial way for the whole community.
- **original:** our solution diverges from the conventional humanitarian way of doing things (top-down). It also seeks to implement online platforms for the benefit of social causes.
- **feasible:** requires small entry costs.

#### *Expected Positive Impacts*

1. Awareness about the water crisis and particularly in South Sudan.
2. Employment opportunities for the local Juba population.
3. Allowing Jibu to expand to South Sudan and potentially other countries.
4. Improved access to clean water in Juba and, eventually, in the whole country.

Our project will raise awareness through social media on the issue of low access to water in general and on the situation in Southern Sudan. We want to help Jibu, an organization with a truly innovative project that not only provides access to water but also relies on local populations by giving them employment opportunities. The people working in the franchises will aim to provide access to water to their communities. It is a 2 in 1 project that combines job creation and access to water.

Our project will increase the number of countries that Jibu operates in. If this initiative is successful in Juba, it will be easier for Jibu to spread and start operations in the rest of South Sudan. Most importantly, it may eventually encourage others to mobilize and help Jibu spread to more countries. Finally, thanks to our initiative, Jibu could become a larger organization and could, in the near future, benefit from the support of international organizations such as the United Nations.

#### *Major risks and actions to reduce them*

1. Lack of transparency.

The main risk are that people will not want to make donations because of lack of trust. In order to guarantee people that the money collected goes to Jibu, we must be transparent. We could have an independent donor committee that regularly analyses and questions the work of our organisation, as is the case for Médecins du Monde. Furthermore, our professionalism and rigor could enable us to obtain labels such as the "IDEAS" label or the "Don en Confiance" label.

The **"IDEAS" label** certifies the implementation by non-profit associations of good practices in terms of governance, financial management and monitoring the effectiveness of the action. Based on the

IDEAS Good Practice Guide, which includes more than 120 criteria, it is a guarantee of seriousness and trust for funders and donors.

**Le Don en Confiance** is a French association under the 1901 law acting in total independence from public authorities. By granting a recognized label, le Don en Confiance can thus promote "donation in trust" to the public, by granting member associations and foundations the right to affix the "Don en Confiance" label to their calls for donations, which allows the public: to assess their action; to provide material, human or financial support for them to carry out the missions they are entrusted with; to be regularly informed about their activities, functioning, good management and the economical and efficient use of the resources from which they can benefit. Thus, each donor can know how his/her money is spent, and be sure that each labelled association or foundation will operate in complete transparency; le Don en Confiance thus makes available to the public information bulletins intended to provide them with this assurance and enable them to exercise their control before and after the donation.

## 2. The struggle of the social campaign going viral.

Our project is heavily dependent on our initial social awareness campaign going viral (Video and Water Challenge phases). However, there is always a possibility that the campaign will not attract enough public attention and will thus not go viral as expected, infringing from collecting the needed capital for Jibu's expansion.

To ease this risk, we have diversified the means of spreading the campaign - using various social media platforms, using the help of influencers' and their accrued social capital, using not only the video, but also the hashtag, and traditional media outlets, as well as a PR agency (see more under "Partners and Sponsors"). Influencers' help will be particularly helpful in easing the risk of not reaching enough people. Influencers are people that have a large social following and can thus spread messages easier and more effectively. Our project will thus benefit greatly from influencers' attention. To secure their partnership, Demeter's team will pitch the campaign to famous people from a variety of backgrounds and countries and to their agents (see "Partners and Sponsors" for specific names). We will also aim to reach out to big names like Beyonce and other famous Un Goodwill Ambassadors. In securing partnerships with influencers before the start of the project, we are confident to ensure a smooth penetration of our social campaign.

### *Partners and Sponsors*

In order to launch the project and gather the funds necessary to implement our campaign on social media, our organization Demeter will go into **partnership with a video production company specialized in humanitarian campaigns and advertising.**

The major cost of the project will indeed be dedicated to the video production. That's why, in the process of producing, filming and releasing, Demeter will be **associated with an advertising agency, known for their work regarding humanitarian causes.** For instance, the **advertising agency Publicis** would be a great partnership. Publicis is a French multinational advertising and public relations company, known as one of the oldest and largest (by revenue) communication companies in the world. Publicis has already put resources to create and produce videos for humanitarian causes, such as the cause of the homeless in France, poverty in Mexico, and launching a campaign to raise 1bn€ for the Notre-Dame restoration.

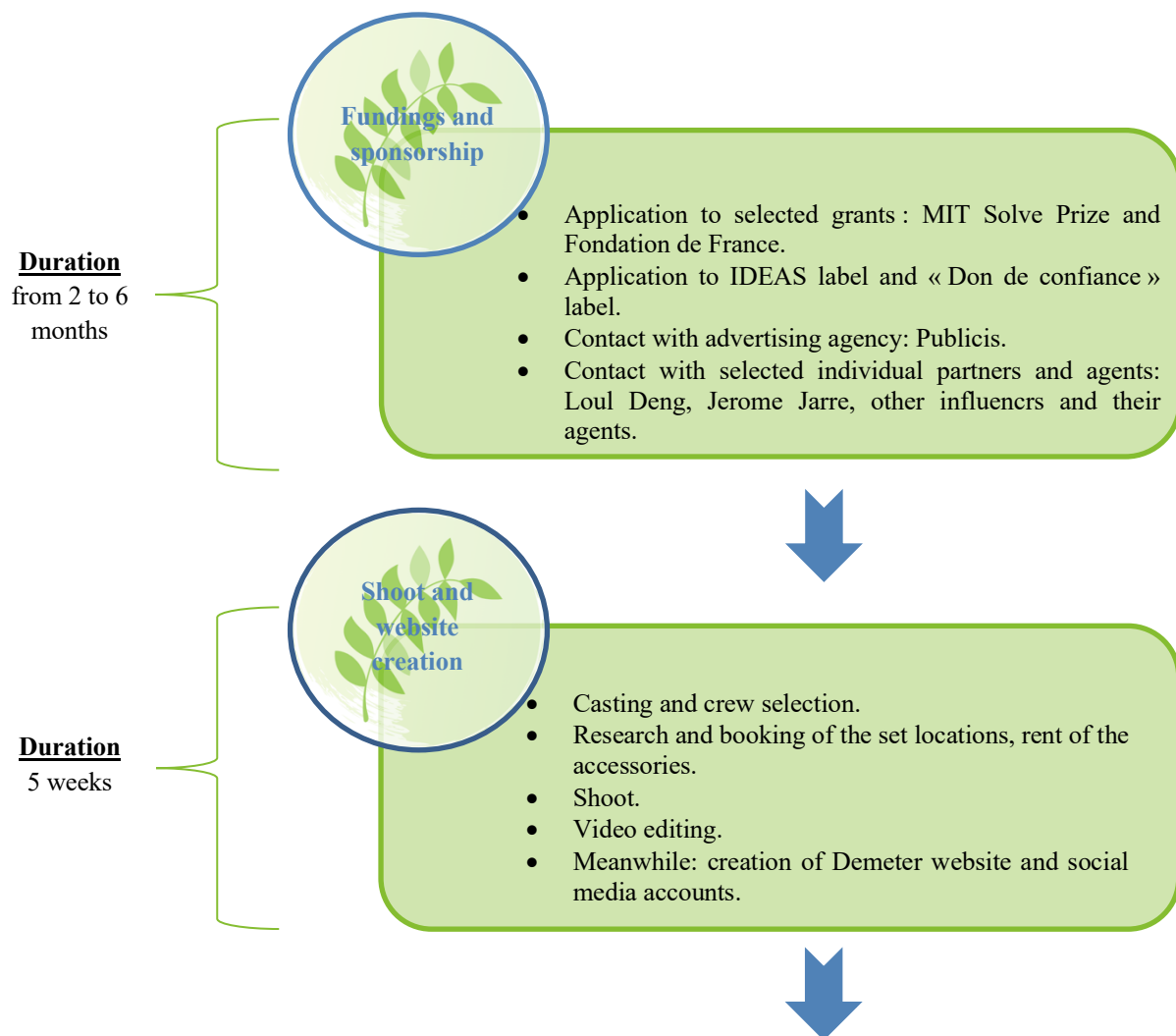
On the other hand, the social media campaign will not require significant funds. However, in order to be really effective and striking, the campaign should be supported by many influencers. We will associate with South-Sudanese celebrities, such as **Luol Deng**, a famous basketball player who played in the NBA. **Jerome Jarre**, a French influencer known for his humanitarian engagement regarding the Rohingya cause with his movement #LoveArmy. He has 1,5M followers on Instagram, and around the

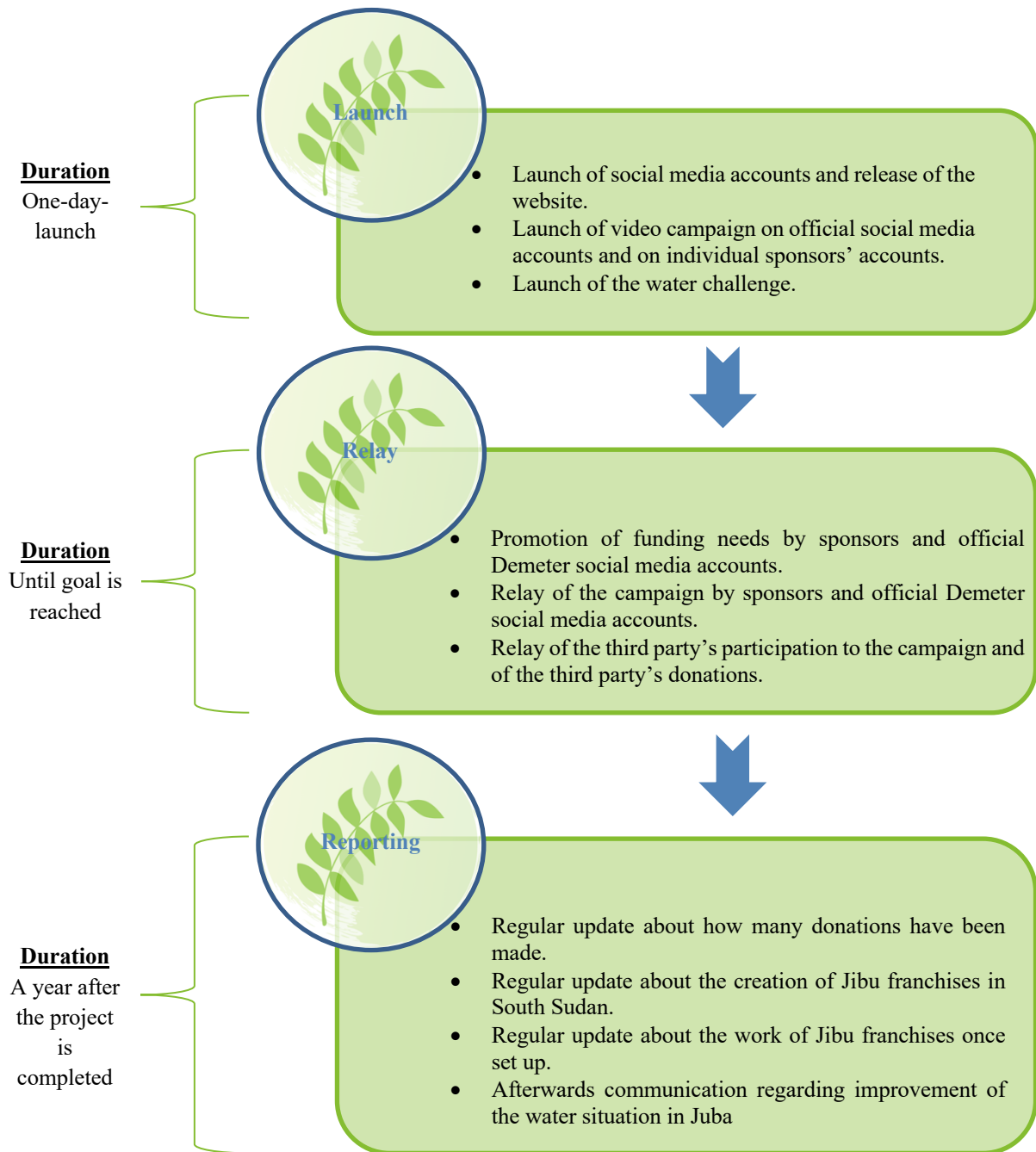
same amount on Twitter. Besides, powerful celebrities, well-known for their engagement in social and humanitarian causes, could support our project, such as one of the most influential African-American women: **Beyonce**. She is a UN Goodwill ambassador and has created the charity BeyGood, that put in place humanitarian missions (for instance, in Haiti). Influencers will also relay our actions on their social media accounts.

While our project is mainly a social media campaign that will be spread online on individual social media accounts, we could also benefit from partnerships with “**traditional media**” to give the movement the greatest impact. If the movement goes viral, TV, radio and news media will surely be willing to talk about. In addition, social media influencers from **Youtube**, could potentially go to Juba to document Jibu’s expansion for the attention of the people who have donated. For instance, Jack and Finn Harries are established Youtube documentary filmmakers who are well-known for their participation in various social causes.

### *Deployment strategy*

The three main steps of our project have already been detailed above. Here, we will focus on the overall deployment strategy of the project: that is to say, the precise timeline that we are targeting in order to ensure a smooth delivery of the project.







### *Return on Investment*

The major cost of this project is the video campaign. As a matter of fact, the goal is to raise awareness and create momentum for the “water challenge”. In order to become viral, the video campaign must be popular and engaging.

First, we need to define our target audience in order to make our fundraising campaign the most effective possible. Then, we should set a distribution method in order to make our video campaign the most accessible to the public. The key would be to find partnerships with companies, associations or even celebrities to boost the fundraising campaigns and the popularity of the video campaign (see Partners and Sponsors section for more information).

Concerning the fundraising campaign, the goal is to provide 200,000\$ in order to solve water access in Juba. The expected result is to improve health in the city linked to a better and responsible water access. In addition, we expect that this investment will provide positive impact for Juba economy in terms of employment opportunities.

In addition, a report of the World Health Organization shows that water investments are proven to be profitable<sup>1</sup>. The advantages of a proper water access investment can even achieve 8 times the initial investment. In other words “every dollar invested leads up to eight dollars in benefits”. Consequently, **our 200 000\$ fundraising campaign will represent approximately 1,600,000\$ in terms of development for Juba.**

Furthermore, this report of the World Health Organization points out a better productivity linked to a better hydration and less diseases.

As any investment, to analyze the return of the investment related to the campaign fundraising, it would be determinant to set goals and have access to the progressive results. As a matter of fact, **seeing the return of the donation can be actually even more engaging and increase the success of the campaign.**

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<sup>1</sup> <https://www.who.int/features/qa/70/en/>